

CHAPTER 5

WORKING WITH UNIONS

Professionals join unions because they feel that their work is being devalued.¹

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CHAPTER OBJECTIVES

After completing this chapter, you will be able to

- Understand how the U.S. government shapes the union-management framework through laws and their interpretation.
- Identify illegal management and union activities as defined by the National Labor Relations Act (NLRA).
- Define the National Labor Relations Board's (NLRB) role in enforcing the NLRA.
- Define *right-to-work state*.
- Outline the typical organization structure of a local union.
- Identify key hospitality industry unions and their areas of geographic relevance.
- Describe the typical steps taken to resolve grievances.
- Identify the steps taken in the union organization process.
- Understand the reasons why some employees may desire to join a union.
- Describe actions that a manager can take to provide a positive work environment.



HRM IN ACTION

While the lodging and food service industries of today are not heavily unionized overall, hospitality managers and supervisors who accept jobs within large operations in major metropolitan areas such as New York, Chicago, Las Vegas, and Atlantic City will need to know how to effectively deal with employees who belong to unions because unions are now beginning to infiltrate the hospitality industry and will most likely be prevalent in the near future. A **union** is an organization of workers formed for the purpose of advancing its members' interests with respect to wages, benefits, hours of work, and other conditions of employment.

Although the size and power of the U.S. labor movement has changed in recent years, labor unions remain a powerful political and economic force, particularly in highly industrialized regions and within industries that have a high percentage of unionized workers. The electric utility, manufacturing, trucking, telecommunications, and aerospace industries, and the government are, for example, highly unionized. Employee unions aimed at organizing the hospitality industry workforce have had success in major U.S. cities, especially in the lodging sector, but they have typically not organized smaller properties scattered in less-populated regions because it is not economically feasible for them to do so.

STATES AND METRO AREAS WITH A LARGE UNION CONCENTRATION

According to a 2005 report from the Working for America Institute, hotel union representation is very unevenly distributed geographically.² The percentage of workers represented by unions is highest in Hawaii, Nevada, New York, New Jersey, Illinois, California, Rhode Island, the District of Columbia, Alaska, and Washington. These states include 85.6 percent of all union hotel workers. The report also identifies Atlantic City, Boston, Chicago, Detroit, Honolulu, Las Vegas, Los Angeles, New York, San Francisco, and Washington, D.C., as the 10 metropolitan areas that have the largest segments of union representation.



Photo 5.1

Las Vegas hotels and restaurants are the most heavily unionized in the nation.

TALES FROM THE FIELD

I grew up in a small town where none of the hotels or restaurants were unionized, although sometimes when employees got angry with management over some policy or something, there was often some joking around about 'time to bring in the union.' When I left school and took a hotel job in California, I was surprised that I would be required to join the hotel's union whether I wanted to or not, since California is not a 'right-to-work state.' I didn't mind paying the dues so much, but I really didn't feel like I was benefiting all that much. I mean the wages and salaries paid at our hotel were competitive with other places I had interviewed with in other states, so I didn't really get it until management decided to outsource the food and beverage operations at our property. That meant that a lot of my coworkers and I would have lost our jobs. The union stepped in pretty aggressively, and management dumped its plan. Now I can definitely see that there is some benefit to belonging, and I'm really glad I did in that situation.

Thomas, 26, San Francisco, California

It is the hospitality industry managers' and supervisors' responsibility to maintain positive employee relations, whether their employees are represented by a union or not. However, if a union exists, managers find that their roles change because both unions and management must comply with the new rules that emerge based on the union-management framework. Some changes are mandated by law, while others come from written agreements between the union and management officials. Some hospitality operations try to avoid unions altogether due to the constraints that a unionized workforce puts on an organization.

THE NATIONAL LABOR RELATIONS ACT

The **National Labor Relations Act (NLRA)**, also known as the Wagner Act, was signed into law by Congress in 1935 during the Great Depression. This law was intended to minimize the disruption of interstate commerce caused by strikes, which at times erupted into violent confrontations as workers trying to form unions fought with the police and the private security forces defending the interests of antiunion companies. Prior to the NLRA becoming law, employers had been free to spy on, interrogate, discipline, discharge, and blacklist union members.

This law gives employees the right to join labor unions without employer interference. It allows employees to form labor organizations and to bargain with management about wages, hours, and other working conditions. Congress also created the **National Labor Relations Board (NLRB)** to enforce this right. The

Five types of conduct that are deemed illegal under the National Labor Relations Act:

1. *Interference.* Management may not interfere, restrain, or coerce employees who desire to act collectively or refrain from such activities.
2. *Dominate.* Management may not dominate or interfere with the formation or administration of any labor organization by contributing money or other support to it.
3. *Discriminate.* Management may not discriminate against anyone in hiring, stability of employment, or any other condition of employment because of their union activity or lack of involvement.
4. *Retaliate.* Management may not retaliate, discharge, discipline, or otherwise discriminate against employees who have exercised their rights under the act.
5. *Refuse.* Management may not refuse to bargain in good faith with employee representatives.

Figure 5.1

Unfair labor practices as defined by the NLRA. (Source: National Labor Relations Board.)

NLRB ensures that employers don't take part in **unfair labor practices** that might discourage or prevent employees from organizing or negotiating a union contract. Figure 5.1 outlines the five types of conduct deemed illegal under the NLRA.

THE TAFT-HARTLEY ACT AND RIGHT-TO-WORK LAWS

Although most unions did not abuse their power after the NLRA was passed, some did, so Congress passed the **Labor Management Relations Act (LMRA)** in 1947. This law is more often referred to as the **Taft-Hartley Act**, and it amended the NLRA passed earlier by prohibiting unfair labor practices by unions. The LMRA makes it illegal for unions to force employees to join them, and it outlaws picketing and strikes under certain circumstances. This law also allows the individual states the right to pass **right-to-work laws**, which ensure that new employees are not required to join an already established union as a condition of retaining their jobs. States without such laws are known as **nonright-to-work states**, and employees in these states may be required to join the union and pay union dues if the **collective bargaining agreement** between the employer and the union require all new employees to do so. If the collective bargaining agreement does not contain such provisions, a new employee will not be required to be a member of a union or pay it monies as a condition of employment. The map in Figure 5.2 highlights which states in the United States are currently right-to-work states. Because state laws often change, before relying on the stipulations of a particular state's right-to-work statute, you should check the most recent edition of that state's laws.

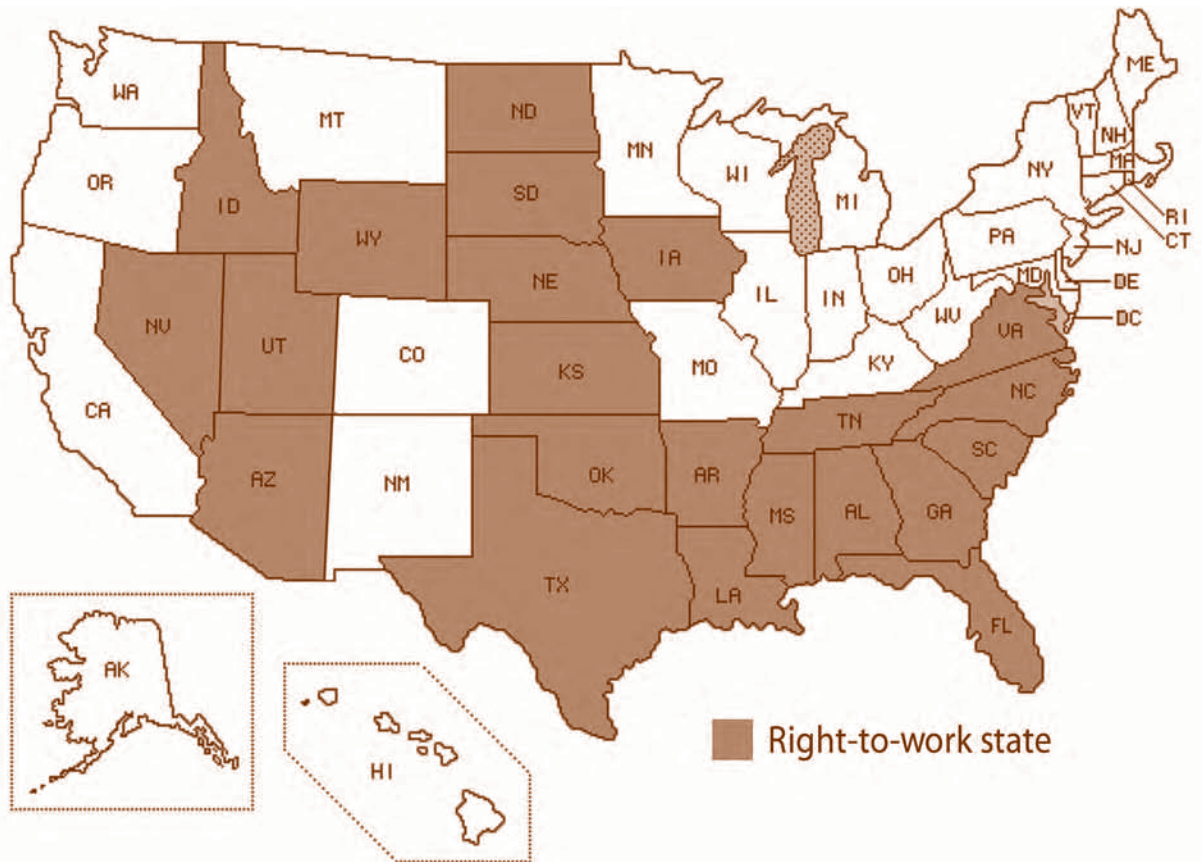


Figure 5.2

Right-to-work states are shown in gray on this map of the United States. (Source: Image courtesy of the National Right to Work Legal Defense Foundation, Inc.)

LOCAL UNIONS

For hospitality managers and supervisors, **local unions** are probably the most important part of the union structure. They provide the local members, the revenue, and the power behind the entire union movement. The organizational structure of a local union would most likely include a president, a secretary-treasurer, a business agent, a grievance committee, and a bargaining committee. The steward is the first level in the union hierarchy and is normally elected by the workers to help employees present their problems to management. The union steward may also represent the first step in the **grievance process** should an employee or the union feel that some element of the union contract has been violated. Grievance procedures are normally outlined in the union con-

ethical dilemma

Lynn lives in a large city and belongs to Local 19 of the International Banquet and Catering Employees Union. All of the venues in town are unionized, and when a large event is booked, waitstaff and bartenders must be obtained from the local union. The union's business agent, Carl, called Lynn and scheduled him for a big bartending job at the city's convention center. Lynn agreed to take the job, but he overslept and failed to show up to work at the event. The local union's procedure in such a matter is to put the case before the local's executive committee so that they can determine the union member's penalty for such irresponsible behavior. In this case, the executive board decides to suspend Lynn for the next 30 days, which means he will not be placed on any calls. This proves to be a major financial hardship for Lynn, as he is not allowed to work in any of the city's venues while he is on suspension. Near the end of his suspension, a friend who works in a local hotel calls Lynn and asks him to bartend for a large upcoming event. The friend assures Lynn that even though the hotel is a union shop, that Lynn will be working in an out-of-the way banquet room, and that it will be highly unlikely that local union officials will even know he is there. Should Lynn take the job, or should he turn it down and wait until his suspension is completed? Which of the *10 Ethical Principles for Hospitality Managers* would Lynn potentially violate if he takes the hotel job? How will his decision affect his relationship with the hotel? With the local? With his friend?

tract, and they may vary from operation to operation, but they often follow a step-by-step procedure such as the following:

Step 1: The employee with the complaint meets with the supervisor and the union steward to discuss the grievance. Most grievances are resolved at this step.

Step 2: If the grievance is not settled, there is a conference between the union steward, the employee, and the supervisor's boss or another manager such as a human resources manager in a larger operation.

Step 3: If the grievance continues to be unsettled, representatives from top management at the operation and top union officials try to settle it.

Step 4: If still unsettled, the grievance is given to a neutral third party such as an **arbitrator** or **mediator**. A mediator listens to both sides and suggests ways to resolve the grievance but has no authority to force either side to accept any of the proposed terms. In arbitration, both parties must agree, in advance of the actual arbitration, that the decision given by the arbitrator will be final and binding.³

NATIONAL UNIONS

Most local unions are chartered by larger associations called **national unions**, which organize and help the locals. National unions provide their locals with legal assistance and expert advice and help them with negotiations, training of local officials, and handling grievances. Locals must share their dues with their national union, and they must obey its constitution and bylaws. One of the largest and best-known hospitality industry labor unions is the Hotel Employees and Restaurant Employees International Union (HERE). In 2004, HERE merged with the Union of Needletrades, Textiles, and Industrial Employees (UNITE), and the combined union, now known as UNITE HERE, represents more than 440,000 active members throughout the United States and Canada. This labor union represents workers in hotels, casinos, food service operations, airport concessions, and restaurants. Some major UNITE HERE hospitality industry employers include the following:

- Aramark
- Boyd Gaming
- Caesars Entertainment
- Harrah's Entertainment
- Hilton Hotel Corporation
- Hyatt Regency Hotels and Resorts
- Mandalay Resorts
- MGM Mirage
- Starwood Hotels and Resorts
- Walt Disney World Company
- Wynn Resorts

HERE includes one of the fastest growing private-sector Local Unions in the United States—Local 226 in Las Vegas, which has increased its membership from 10,000 members in 1987 to 50,000 members today through an effective organizing program.⁴

MULTIUNION ASSOCIATIONS

Several national unions joined together to form **multiunion associations** as social problems began to affect them. The **AFL-CIO** is the most prominent multiunion association; it was formed when the American Federation of Labor and the Congress of Industrial Organizations merged. It is not a union in and of itself; rather, it is an association of unions. Its membership is composed of af-

Change to Win Coalition member unions represent more than 5.4 million workers, including the following:

- International Brotherhood of Teamsters
- Laborers' International Union of North America (LIUNA)
- UNITE HERE
- Service Employees International Union (SEIU)
- United Food and Commercial Workers International Union (UFCW)
- United Brotherhood of Carpenters and Joiners of America
- United Farm Workers

Figure 5.3

Change to Win Coalition member unions represent more than 5.4 million workers.

filiated national unions. While most major unions in the United States are members of the AFL-CIO, its two biggest and most powerful unions, the International Brotherhood of Teamsters and the Service Employees International Union, chose to break away from the AFL-CIO in 2005 to start their own multi-union association known as the Change to Win Coalition. Five other unions soon followed, including UNITE HERE. The AFL-CIO still claims union membership consists of everyone from airline pilots to letter carriers and from screenwriters to theatrical stage employees, but the organization dwarfs these new start-up multiunion associations. When comparing overall membership numbers, the Change to Win Coalition of unions now represents more than 5.4 million members, many of whom are hospitality-industry related. Figure 5.3 lists the unions that have joined the Change to Win Coalition.

WHY EMPLOYEES JOIN UNIONS

Hospitality industry employees typically join unions because they feel that management is not being responsive to the issues they've raised relating to their job satisfaction. These issues may include wages, benefits, job security, seniority issues, unfair treatment by supervisors, the physical work environment, and whether the company offers a career path or upward mobility. In short, most employees within an organization tend to join unions when their concerns about their working conditions are ignored by upper management. Most hospitality business owners and managers try to avoid unionization so that they can maintain lower labor costs by paying their employees lower wages and achieve greater management flexibility in the day-to-day operations of their facilities. It is important to note that unions certainly do not mean the end of a hospitality organization's success or the end of sound management practices.

Although many successful hospitality operations include employees who are members of one or more unions, they continue to perform well financially. Perhaps the key to avoiding the unionization of your hospitality business employees is to pay your staff competitive wages and salaries and to provide a positive work climate so they have no reason to join a union.

THE UNION ORGANIZATION PROCESS

Unions do not just walk in to your operation and take over; there is a well-established legal process that must take place in order for a union to organize the workers of a lodging or a food service establishment. The steps and guidelines are outlined in the NLRA and overseen by the NLRB to ensure the union adheres to the prescribed guidelines. Your employees may contact a union, or union organizers may contact your employees. Employees who initiate contact with the union will normally be given **union authorization cards** to pass out to coworkers. These cards, when signed by 30 percent of the employees in the organization, authorize the union to represent the employees during negotiations. If and when 30 percent of the employees sign authorization cards, the NLRB has a hearing and will generally set a date for the union election. If the majority of ballots cast are in favor of the union, the union becomes the bargaining agent on behalf of the employees, and management is required by law to bargain in good faith.

EMPLOYERS MAY NOT RETALIATE

The NLRA prohibits employers from retaliating against employees who may be involved in union organization activities. The NLRB and a federal appeals court recently awarded a Kentucky nurse \$400,000 after a six-year battle over her firing from a hospital. The hospital company had contended that she was dismissed because she flushed a heart patient's intravenous line with saline solution without approval from a doctor. The court determined that the hospital illegally fired her because of her union organization activities.⁵ The court ordered the hospital company to pay the nurse lost wages and her legal expenses, and it ordered that she be reinstated to her position with full benefits.

THE UNION CONTRACT

Like any other contract, the collective bargaining agreement, or **union contract**, is a legal, binding document. Once both the representatives of the union and the company agree to the proposed terms and conditions, the contract is signed and

cannot be changed except during previously agreed-upon renegotiation periods, usually after three or more years have passed. Management and the union do not necessarily have to agree on each and every term or condition included in the contract, but the law requires that each party bargain in good faith.

Clearly, the union will stress matters it sees as most beneficial to its members, and management will work hard to retain as much control and flexibility over business operations as possible. A union contract typically contains terms and conditions that affect some or all of the following areas:

- Wages, salaries, and employee benefits
- Holidays and vacations
- Overtime pay, sick days, leaves of absence, and personal days
- Seniority matters
- Training and new employee orientation
- Grievance procedures
- Disciplinary issues and probationary periods for new hires
- Employee performance evaluations, promotions, and transfers
- Union dues
- Whether new employees are required to join the union and pay dues (in a nonright-to-Work state)
- Layoffs and other reductions in the workforce

As the union-management relationship matures, each of the points listed is typically defined in greater detail.

MANAGEMENT CHALLENGES WHEN WORKING WITH UNIONS

In addition to the increased labor costs and reduced flexibility in day-to-day decision making brought about by the unionization of their employees, hospitality managers and supervisors will often encounter other challenges when their employees belong to a union. Once a union and a collective bargaining agreement are in place at a particular operation, the dynamic in the workplace changes, and routines and procedures that were once commonplace may no longer be allowed. Examples of such challenges include the following:

- Promotions, rewards, and who gets overtime may now be based on seniority.
- Rewards and recognitions may no longer be based on merit or achievement.
- Managers must deal with the union steward instead of directly with the employee on matters outlined in the union contract.
- Both management and the union compete for the employee's loyalty.

Some hospitality business owners and managers feel like they have taken on an additional business partner when employees choose to join a union, and in many ways, they have, whether they like it or not!

CREATING A POSITIVE WORK ENVIRONMENT

Effective hospitality managers and supervisors realize that most employees in the organization will have no interest in joining a union if the organization pays competitive wages and salaries and if management works hard to provide a positive work environment. Most employees want to feel like the work they do matters and that they contribute to the overall success of the organization. One of the best ways a manager can be responsive to employees' needs is to get to know the employees, understand their likes and dislikes about their jobs and the work environment as well as what motivates them to do their best. Other steps to take in creating a positive work environment include the following:

- Design jobs that are personally satisfying to workers.
- Develop plans that maximize individual opportunities and minimize the possibility for layoffs.
- Qualify potential employees and be sure to carefully match the right applicant with the right job position.
- Establish meaningful objective standards to help measure and evaluate individual performance.
- Train workers and managers to enable them to achieve expected levels of performance.
- Provide ongoing training for all employees to ensure professional development and growth.
- Evaluate and reward behavior on the basis of actual job performance.

Failure to implement sound management and supervision practices provides the justification and the motivation for workers to be less productive, to seek the help of government regulatory agencies, or to form unions.

SUMMARY

- The hospitality industry is not heavily unionized, but those who become managers and supervisors in metro areas where unionization is strong will need to understand the dos and don'ts of working with unionized employees.
- Hospitality operations located in major cities such as New York, Atlantic City, Boston, Chicago, Las Vegas, San Francisco, and Washington, D.C., are heavily unionized.

- Managers find that their roles change when their employees are unionized because both unions and management must comply with laws and regulations that govern the union-management framework.
- The National Labor Relations Act (NLRA), which was signed into law in 1935, gives employees the right to join unions without any employer interference. The National Labor Relations Board (NLRB) was created to enforce employee rights.
- The Taft-Hartley Act, also known as the Labor Management Relations Act (LMRA), prohibits unfair labor practices by unions.
- When a new employee joins an organization that is unionized, that employee may be required to join the union and pay dues whether he or she wants to or not. In most cases, right-to-work states have passed laws that prohibit this practice, but in non-right-to-work states, employees may be required to join the union and pay union dues.
- Unions are composed of local unions, national unions, and large multiunion associations such as the AFL-CIO. The steward is the first level in the union hierarchy and is normally elected by the unionized employees to be the liaison between employees and management.
- During the union organization process, employers may not retaliate against employees who are involved in the organization process; the penalties for such retaliation can be severe.
- Employees who feel that management has violated one of the terms or conditions set forth in the union contract may file a grievance. The grievance procedure normally follows a specific set of guidelines, depending upon the union and the organization.
- Employees often seek union membership because they feel that management is not responsive to their needs. Management should work hard to create a positive work environment as a way of dissuading employees from joining unions.

**PRACTICE
QUIZ**

1. A hospitality manager may fire any employee who attempts to organize a union.
A. True B. False
2. The hospitality industry is not heavily unionized except in some major metropolitan U.S. cities.
A. True B. False
3. When a hospitality business is unionized, the union is responsible for maintaining positive management-employee relations.
A. True B. False

4. Employees who are satisfied with their wages and salaries and who feel like management takes an interest in them and their professional future will often have little interest in joining a union.
A. True B. False
5. New employees at unionized companies in nonright-to-work states may *not* be required to join a union or pay union dues.
A. True B. False
6. An example of a multiunion association is which of the following?
A. The Airline Pilots Association
B. The Hotel Employees and Restaurant Employees International
C. The Change to Win Coalition
D. The United Autoworkers Union
7. When a dispute goes into arbitration, the arbitrator's decision is which of the following?
A. Binding
B. Nonbinding
C. A strong recommendation but cannot be enforced
D. None of the above
8. Which of the following laws prohibits unfair labor practices by unions?
A. The National Labor Relations Board
B. The Department of Labor
C. The Taft-Hartley Act
D. The Wagner Act
9. According to the NLRA, which of the following statements is false?
A. Management cannot terminate an employee because he or she joined a union.
B. Management may not interfere with employees who desire to join a union.
C. Management does not have to bargain with the union if it does not want to do so.
D. Management may not discriminate against an employee for joining a union.
10. Which would most likely *not* be a term or condition found in a union contract?
A. Wages and salaries
B. Promotions
C. Meal breaks and rest breaks
D. Senior management salaries

**REVIEW
QUESTIONS**

1. If you live in an area with unionized hotels and restaurants, interview an employee and a manager at one of these establishments and compare and contrast their views on the reasons for unionization at the property. Do they feel that unionization has helped or hindered the employee-management relation process? If you do not live in an area where the hospitality businesses are unionized, do some Web research and locate two articles regarding unionization in the hospitality industry and present two opposing viewpoints. Be prepared to present your findings to the class.
2. Assume that you are the manager of a lodging or food service establishment. List and briefly discuss some routine management activities that may not be possible if the establishment's employees were represented by a union. As the manager, how might you overcome these obstacles?
3. List and briefly discuss some of the reasons that hospitality industry employees may seek union representation. Then list and briefly discuss some activities that management can undertake in order to create a positive work climate. Compare and contrast the two lists and write an action plan that addresses some of the employee concerns. Be prepared to present your findings to the class.
4. Write a position paper on labor unions in the United States. Are you in favor of labor unions and, if so, why? Are you against labor unions? If so, why? Do you feel that labor unions will become more commonplace in the hospitality industry? What evidence is there to support your assumptions? Be prepared to share your ideas with the rest of the class.
5. It has been argued that manufacturing companies would prefer to relocate their operations to a right-to-work state so that employees would not be required to join the union. Others have argued that this often has no bearing on a company's decision to relocate its operations from one state to another. What are your thoughts on this issue? Explain your answer in detail.

**HANDS-ON
HRM**

Eric Little works the 3-to-11 shift at the front desk of a medium-sized hotel located in the suburbs of a large, southern city. He used to like his job very much, but the hotel was recently sold and the new owners have literally moved in, taking a large upstairs suite, and they are changing everything. Wages have been frozen, people have been laid off, and, what's worse, the new owners are hiring their own friends and relatives to replace many of the hotel's oldest and most loyal employees. The owners each have a medical background and do not seem to know a lot about how to run a hotel.

One of the hotel's regular guests, Alan Craig, is a union organizer for the retail clerk's union whose headquarters is located in the state capitol, about 300 miles away. He has been staying at the hotel for three nights per week

for over four months as he assists his union's organization of a local department store. Craig stops by the desk often to chat with Eric in the evenings when check-ins have slowed down. Over time, the two have developed a casual friendship and are on a first-name basis with each other.

Lately, Eric has begun to ask Mr. Craig questions about how a union works. Craig has thoroughly explained the organization process to Eric, focusing on the signing of the union cards and the employee vote. Craig has also emphasized that "your employer may not retaliate against those employees seeking to join a union." He has offered to bring Eric some literature to pass out to the other employees, and he has also let Eric know that he would be glad to help him to organize his coworkers into a local chapter if he would like.

QUESTIONS

1. What risks, if any, will Eric be taking if he decides to accept Alan Craig's union literature and distribute it to the other hourly employees in the hotel?
2. How does the law protect Eric? The union?
3. Should the efforts Eric makes to organize the hourly employees pick up steam, how should the new owners react? What exactly would they be able to do (and not do) with respect to the union's efforts?
4. If you were the new owner, what changes might you make to your management style in an effort to lessen the hourly employees' interest in union representation?

KEY TERMS

Union An organization of workers formed for the purpose of advancing its members' interests with respect to their wages, benefits, work hours, and other conditions of employment.

National Labor Relations Act (NLRA) A law enacted in 1935 that gives employees the right to join labor organizations or unions free of employer interference.

National Labor Relations Board (NLRB) A U.S. government agency created to enforce that employers abide by the NLRA.

Unfair labor practices Certain types of management conduct that might discourage or prevent employees from organizing or prevent negotiating a union contract. NLRA outlines types of management conduct deemed illegal.

Labor Management Relations Act (LMRA) See Taft-Hartley Act.

Taft-Hartley Act Also known as the Labor Management Relations Act. It is a law that prohibits unions from engaging in unfair labor practices.

Right-to-work laws Laws that have been enacted by individual states to prohibit unions from requiring that new employees join the union and pay union dues. Some state's right-to-work laws may not apply in this matter if a collective bargaining agreement requires new employees to join the union. States that have enacted these laws are known as right-to-work states.

Nonright-to-work state A state that has not enacted right-to-work laws.

Collective bargaining agreement An agreement or a contract that discloses the terms and conditions that shall apply to the union-management relationship within a particular operation.

Local union Usually part of a larger, national organization, the local union provides local members, revenue, and the power of the entire union movement.

Grievance process A process by which an employee will lodge a complaint against management, usually a result of a breach of some term or condition provided for in the collective bargaining agreement between management and the union.

Arbitrator Two parties who have a disagreement may elect to enter into arbitration; the arbitrator's decision in the matter is final.

Mediator Two parties who have a disagreement may elect to enter into mediation. The mediator may only make recommendations; the mediator's decision is not final.

National union The national labor organization affiliated with the local union.

Multiunion association When several national unions join together for a common cause. The AFL-CIO is an example of a multiunion association.

AFL-CIO The AFL-CIO is the most prominent multiunion association; it was formed when the American Federation of Labor and the Congress of Industrial Organizations merged.

Union authorization card When a local union is attempting to organize a company, 30 percent of the company's employees must sign a union authorization card, which states that the employee agrees to have the union serve as his or her collective bargaining agent.

Union contract See collective bargaining agreement.

NOTES

1. "Union Collars Whiten," *Courier-Journal* (Louisville, KY) October 24, 2005, sec 3D.
2. *U.S. Hotels and Their Workers: Room for Improvement* (Working for American Institute: Washington, D.C., 2005).
3. Jack Miller, John R. Walker, and Karen Drummond, *Supervision in the Hospitality Industry*, 4th ed. (John Wiley & Sons: Hoboken, NJ, 2007).
4. Readers desiring additional information about the labor union, UNITE HERE, are referred to the union's Web site: www.unitehere.org.
5. Patrick Howington, "Norton to Pay Fired Nurse: Union Organizer Won Final Appeal," *Courier Journal* (Louisville, KY) February 8, 2006, 1D.